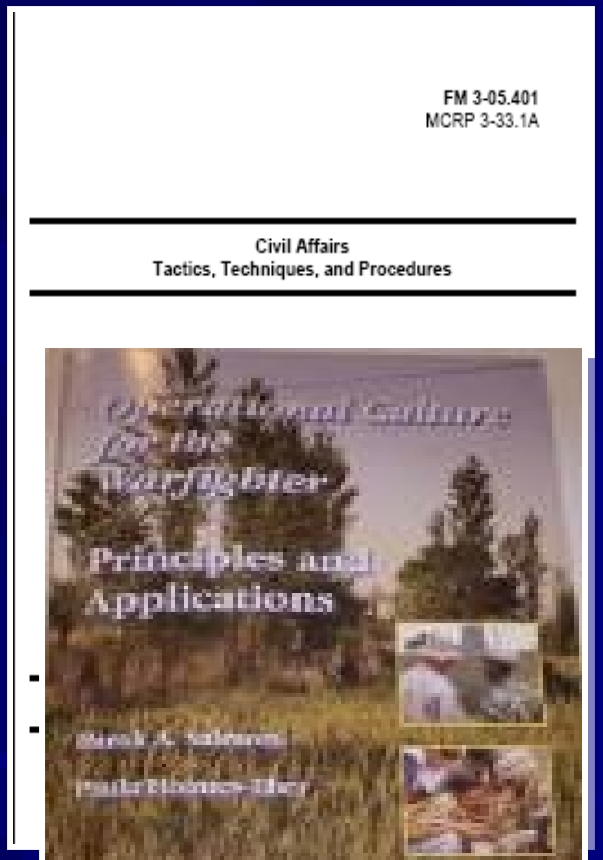
Afghan Governance
&
Key Leader Engagement

References



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Tactical Questioning:
Soldier's Handbook
"Every Soldier a Warrior...
Every Soldier an Intelligence Collector"
November 2003
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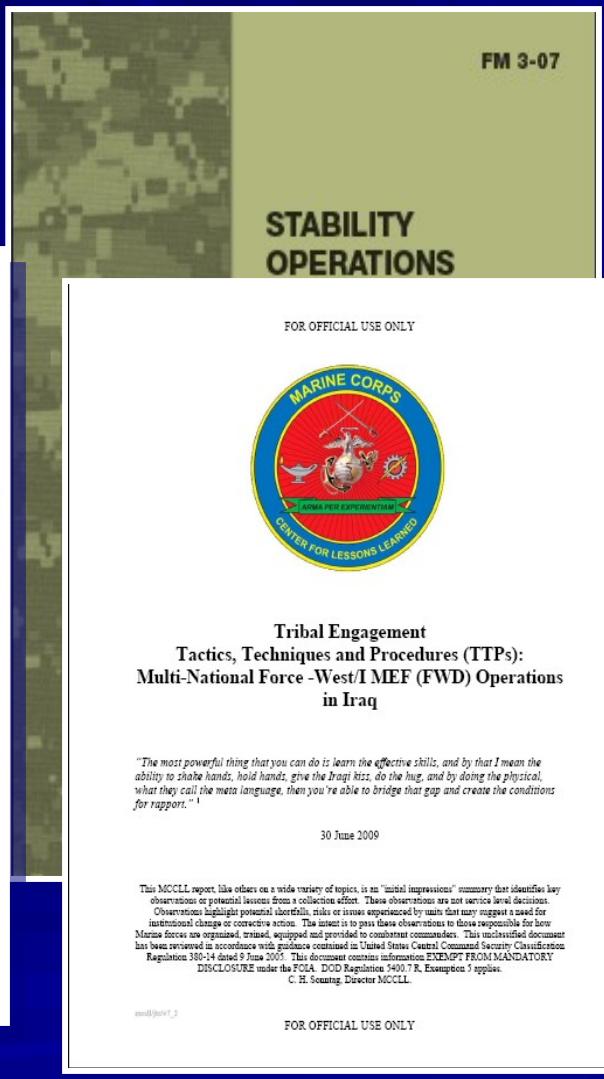
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MARINE CORPS
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Tribal Engagement
Tactics, Techniques and Procedures (TTPs):
Multi-National Force -West/I MEF (FWD) Operations
in Iraq
"The most powerful thing that you can do is learn the effective skills, and by that I mean the ability to shake hands, hold hands, give the Iraqi kiss, do the hug, and by doing the physical, what they call the meta language, then you're able to bridge that gap and create the conditions for rapport."
30 June 2009
This MCCLL report, like others on a wide variety of topics, is an "initial impressions" summary that identifies key observations or potential lessons from a collection effort. These observations are not service level decisions. Observations highlight potential shortfalls, risks or issues experienced by units that may suggest a need for institutional change or corrective action. The intent is to pass these observations to those responsible for how Marine forces are organized, trained, equipped and provided to combatant commanders. This unclassified document has been reviewed in accordance with guidance contained in United States Central Command Security Classification Regulation 380-14 dated 9 June 2005. This document contains information EXEMPT FROM MANDATORY DISCLOSURE under the FOIA. DOD Regulation 5400.7 R, Exemption 5 applies.
C. H. Sonntag, Director MCCLL
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Terminal Learning Objective

Action: Conduct FET key leader engagement in order for the commander to influence prominent civilian leaders in his area of operations.

Condition: In a classroom, given this instruction, practical exercise, student handouts and appropriate references.

Standards: Demonstrate understanding of commander's guidance in conducting a successful FET key leader engagement and to help build a solid relationship with

Enabling Learning Objectives

- Discuss Afghan Governance
- Empowering Village Elders
- Define Key Leader Engagement (KLE)
- Identify status of key individuals in the area of operations
- Prepare for interaction with key leaders
- Apply appropriate cultural norms during interaction with key leaders
- Assess outcome of the meeting
- Document interaction with key leaders
- Debrief commander on outcome of the meeting

Afghan Governance

- International Community
- National level/Sub-national levels
- Provincial/District
- National Solidarity Programme
- Community Development Councils (CDCs)

JIRGA

What is the JIRGA

Planning considerations for JIRGA

Security Measures:

- The tribal chief that you attend the jirga with must understand that you are turning your “close-in” security over to him.
- You must accept risk here. There might be hundreds of men in and around the area that you do not know.
- Do not “**advertise**” your presence with multiple armored vehicles and heavy weapons systems all over the place.
- Talk to your tribal chief about an agenda. Ensure it is HIS agenda, not yours.
- Determine who will attend with you. I attended two jirgas. I went on my own to one, and to the other, I took one man with who moved around outside and kept an eye on the site.

Planning considerations for JIRGA

- Determine who will attend with you. I attended two jirgas. I went on my own to one, and to the other, I took one man with who moved around outside and kept an
- If possible, find out the location of **the** site, so you can better prepare over-all security.
- Be prepared to brief past, present, and future "accomplishments/plans" to the entire jirga, if asked. Also be prepared to answer question**s** about the ENTIRE U.S. plan **for Afghanistan** and its goals. Think this through carefully.
- If possible, and **if** the chain of command supports it, you can use this as a platform to announce a new project.

Ten "golden rules" of a JIRGA

1. "De Pakhtu lar ba neesu" It means "I am speaking to you as a Pashtun"…I want to see these issues as a Pashtun…or what I call seeing the perspective of the Pashtun

2. Keep their culture. Know the customs. Know the culture. Know the people.

3. Listen. Listen. Listen. DO NOT TAKE NOTES.

4. Never "cut" anyone off. Ever.

5. Be honorable.

Ten "golden rules" of a JIRGA

6. If you think you are “better” than them (smarter, stronger, etc) DON’T GO. SEND SOMEONE ELSE.

7. Be patient. Take your watch off. “How saylah”

8. Do not make promises you cannot keep.

9. Talk slowly and only when you understand the implications of your words.

10. Pa Pakthu ba ye khalasswoo”…We will end this in the Pastun way

SHURAH

What is the SHURAH?

Tribal House/SHURAH Listening Points

a. Designate “observers” and “listeners” to gather atmospherics throughout the visit.

b. Observe and note which other sheikhs (tribes) have also been invited. Note the distance they sit away from paramount sheikh and the order in which they present themselves to him during the initial gathering. This information will assist in developing an understanding of present and potential alliances developing among the tribes.

c. Note the groupings of sheikhs as they meet and talk to each other and the general body language, and approximate length of time they converse with one another.

d. Note the groupings of sheikhs as they approach the paramount sheikh periodically to present petitions or to engage in conversation to determine which sheikhs (sub-tribes) may be aligned for specific objectives.

Tribal House/SHURAH Listening Points

e. Designated listeners now listen for pledges of loyalty and or petitions that address security, political or economic issues or general exchange of pleasantries to indicate relationships.

f. Listen for concerns in regard to present provincial governance and administration/distribution of resources (patronage building).

g. Observe participant's body language if discussion involve sectarian political parties, provincial council, and elections.

h. Observe groupings of sheikhs during discussions and note those that speak favorably and those that do not (also take note of those that do not express an opinion) concerning the subject matter of interest.

Tribal House/SHURAH Listening Points

i.Observe body language and facial expressions if topic involves security,
security forces and role of Ministry of Interior (MOI), Ministry of Defense (MOD) or any other central governmental agency. Pay particular attention
to side-bar discussions.

j.Designated observers judge body language and facial expressions (after translation) of comments made by U.S. military representative. Especially “key” comments crafted by the U.S. military representative designed to
make a point, recommendation or achieve a specific effect.

SHURAH vs. JIRGA

Shurah

- Means consultation
- Recognized in the Quran as positive action
- Practiced at provincial level (*Shurah Walayathi*)
- Etiquette

Jirga

- Means Assembly
- Pashtun practice
- Practiced at National level (*Wolesi Jirga*)
- Etiquette

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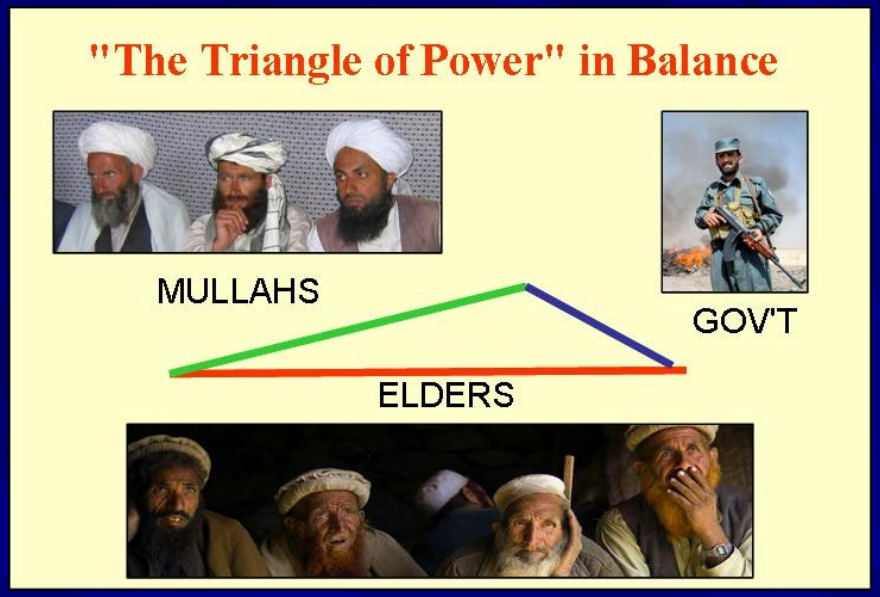
Empower the Village Elders



- All mission planning in Afghanistan should be based on the principle of reinforcing the decisions of the elders at the local level.
  - Every decision and action you take, no matter how petty or small, should begin with getting the elders to decide it is right.

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What is Key Leader Engagement (KLE)?

- KLE is a method for building relationships with people and entities of influence in your area of operation and occurs at all levels.
- Coalition Forces best achieve KLE desired effects through deliberate and focused face-to-face meetings with local leaders.
- Effective KLE fosters and expands communications and cooperation between Coalition Forces with influential people within Afghan communities.

Why do Engagement Operations?

- Engagement Operations are defined as activities in which Coalition Forces identify, prioritize and interact with influential political, military, tribal and religious leaders for the purpose of persuading them to influence their constituencies to assist the Coalition Forces to facilitate stability across all Lines of Operation and to help bridge the gap between national and local governments.

Who Do We Engage?

- Which leader?
- Why do you want to see him/her?
- Why would he/she want to see you?
- How will you influence him/her?
- What do you know about him/her?
- If he/she gives you what you want, what is the desired effect?
- What are you willing to give him/her in return?

Develop Engagement Plan

- Who are the key leaders in your territory?
  - What is their attitude toward coalition forces?
  - What other influential leaders are they affiliated?
- What is your objective?
  - Tasks, milestones, projects, facilities, organizations
- What can you offer them? What can they offer you?
- How will you interact and how frequently?
  - Face-to-face meetings?
  - CMOC meetings?
  - Telephone, e-mail, fax?
- Who are the key stakeholders you need to coordinate with?
- What are the relationships and links to other people, organizations and facilities?

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Determine Spheres of Influence

Regional Command – Southwest
ISAF, Regional Govt, USFOR-A, UN & EU Sr leadership,
NATO, CENTCOM, NGO leaders, Ministry Leaders
GCE (Division)
City Council, Mayors, Key business leaders,
Tribal & religious leaders,
international media, local UN & EU Reps
Regimental Combat Team
District Commissioners, District Police Chiefs,
Key Clerics, Tribal leaders, Media, PRT
Battalion
Village leaders, Police chiefs,
Mullahs, NGO/IGO, forces & fires

What is KL's Engagement Matrix?

Potential Engagement Plan for Provincial Governor

Contact	Role	Limits	Reason
PRT Leader	Overall Contact Owner - Gov and Econ lead	Broad authority within Helmand Province	Coordinate w/ RC-SW CG & Embassy if necessary
US Commander	US Security and Transition Owner	Broad authority within Helmand Province for military matters	Coordinate w/PRT Ldr & HHQ if necessary
Division G-9	Military lead on Gov and Econ	Military aspects of Gov and Econ	Close coordination with RCTs and PRT
BCT Commander	Battlespace Cdr	Keep specific to AO only	Close coordination with RC-SW CG and PRT Ldr
Deputy PRT Leader	Daily interaction and accessibility	Primarily passing information and relationship building	Key communicator to all parties
CA Det. CO	Local CMO efforts	Keep strictly within realm of local CMO efforts	Pass along any significant information
CMOC Chief	Gov't Center Support	Keep strictly within realm of gov't center	Pass along any significant information

Social Network Analysis

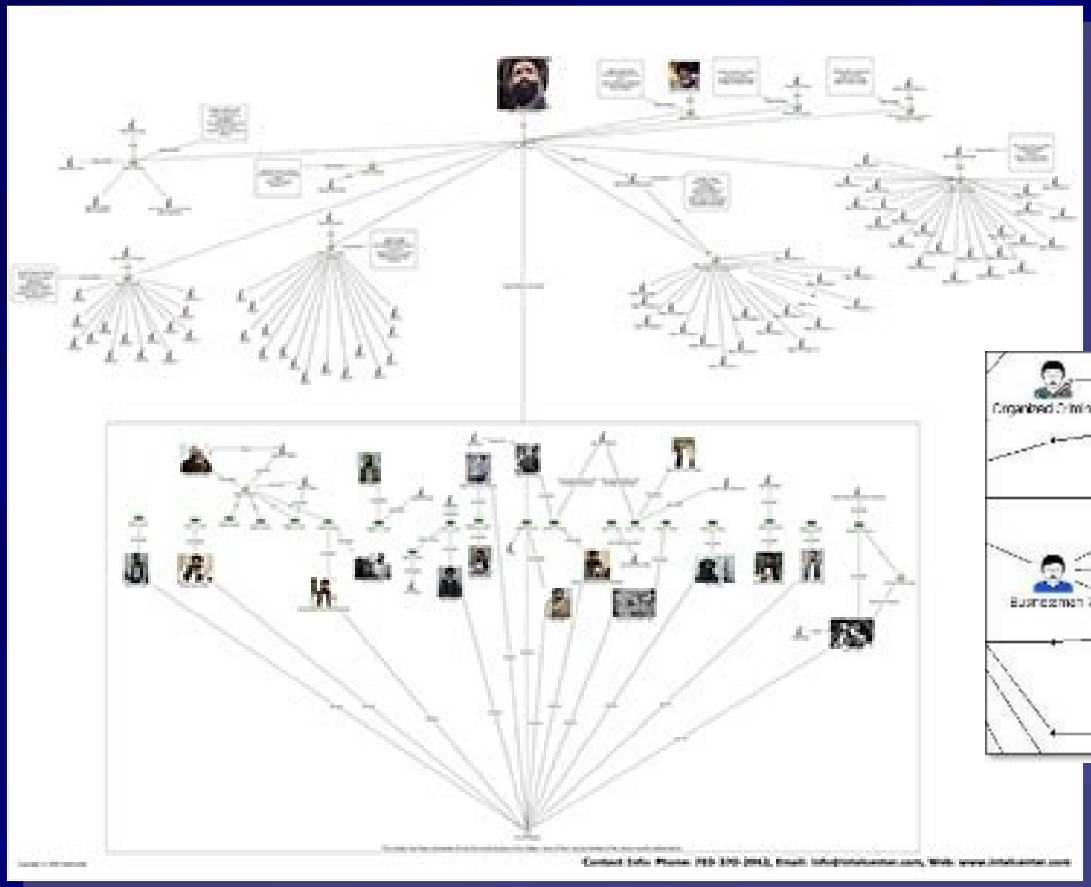
Social Network Analysis

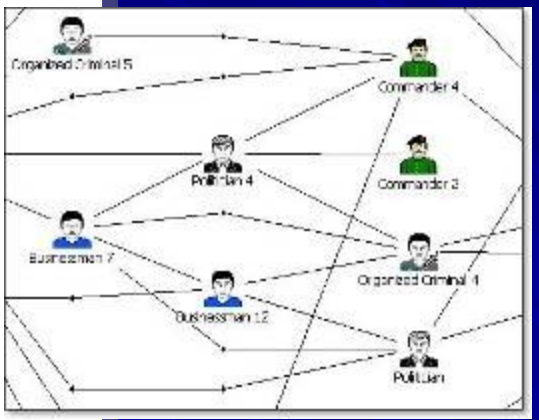
- Social Network or contact-link analysis establishes specific associations between individuals, organizations, events, and activities through the use of contact or link diagrams.
- There are three tools for cross-referencing information and tracking individual leaders and faction activities:
  - Association matrix.
  - Activities matrix.
  - Link diagrams.
- Used together, these matrices and charts establish associations between people and organizations, indicators of intent and activity, leaders and personalities, contact networks, and other related activities.

Social Network Analysis

- Social network analysis helps to identify key individuals within a network, their role or roles in the network, their general location, and their means of communication.
- Social network analysis complements both contact-link analysis and nodal-network analysis. As noted above, link diagrams allow analysts to identify individuals who are “nodes” or “hubs” within an insurgent organization or tribal community.
- Social network analysis allows the analyst to further identify individuals driving systems within an organization.
- Social network and network-nodal analyses takes these other forms of analysis a step further by focusing on the key nodes previously identified.

Social Network Analysis





As you expand your KLE program, you'll uncover more pieces of the puzzle…

- **Tribal networks**
- **Criminal networks**
- **Political & business networks**
- **Insurgent networks**

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Social Network Analysis

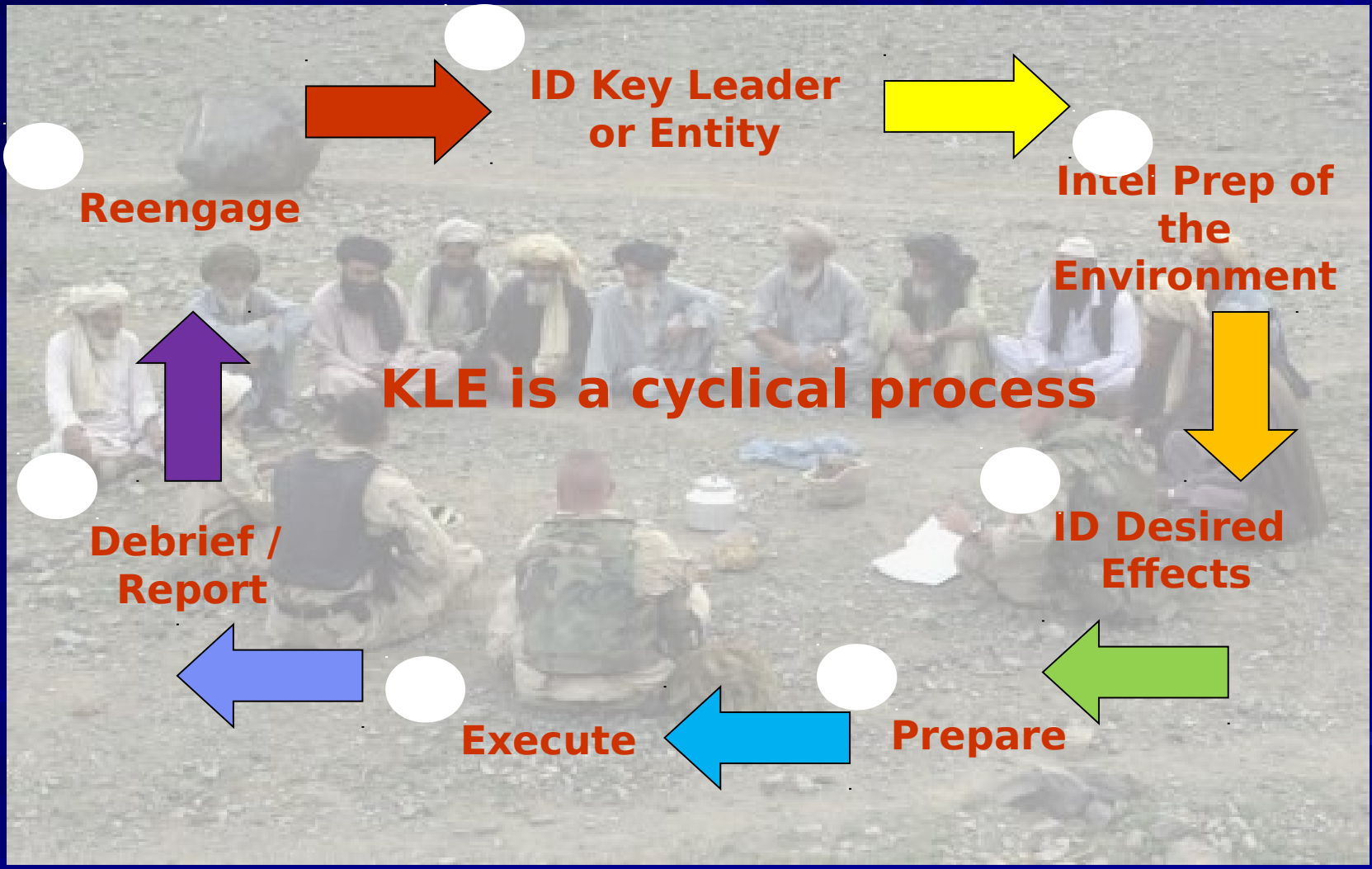
- Some products that may come from network-analysis include:
  - a diagram of insurgent leadership relationships
  - a list of insurgent weaknesses
  - an overlay that shows various nodes of an organization on a map.
- All of these products are very useful for directing or “targeting” the FET effort.
- However, analysts must remember to always keep in mind the cultural environment and incorporate socio-cultural considerations into targeting recommendations.

CIDNE

- Combined Information Data Network Exchange
- Web based integrated database
- Four modules:
  - Events (SigActs, CCIRs, Spot Reps)
  - Engagement (People, Organizations, Facilities, Projects)
  - Humint (Reports, Requirements, Evals)
  - Targeting (Kinetic and non-kinetic)
- Reporting and export capability
- Mapping capability (Google Earth - like)
- Link analysis tool

Key Leader Engagement TTPs

The KLE Cycle



ID Key Leader (KL)

Before you start, find out what the Command Guidance is in regards to Key Leader Engagement!

Command Guidance: Secure and serve the Population. The decisive terrain is the human terrain. The people are the center of gravity. Only by providing them security and earning their trust and confidence can the Afghan government and ISAF prevail.

GEN David H. Petraeus
Commander ISAF & USFOR-A

27 July 2010

Step 1: ID Key Leader (KL)

- Identify person(s) or entity of influence (e.g., a tribe or religious group)
- Determine potential for long term influence
- Evaluate Key Leader network

Step 2: Conduct an Intel Prep of the Environment

- Confirm/deny key leader's capability in relation to desired
- effects (is this the right person to engage?)
- Ethnicity (language/dialect)
- Tribal background and perspective (tribal code)
- Religious background
- Political affiliation
- Associations
- Alliances (Personal/Tribal)
- What resources can he draw upon?
- What does his social network look like?
- Discern key leader's agenda/motivation/interests
- Are there any InfoOps vulnerabilities? (hot button issues)
- Develop contingencies & counters to unfavorable responses

Step 3: Identify Desired Effects

- Identify what you want to achieve
- Identify your supporting objectives
- Identify preliminary conditions required to achieve the desired effect
- Pre-determine what you are able to offer in order to get what you want
- Identify probability of favorable response to request/desired effect
- Develop BATNA (best alternative to no agreement)

Step 4: Prepare/Rehearse

- Develop a negotiation strategy
- Develop contingencies and counters to unfavorable responses
- Discuss desired effect and common terms with cultural advisor and interpreter
- Designate recorder, note taker, & photographer
- Determine which person takes the lead (see chart on societal roles)
- Practice the social nuances
- Get your story straight
- Be prepared to confront corrupt officials
- Conduct standard mission planning (security, logistics, communications, maneuver, contingencies, etc.)
- REMEMBER: KLE is a *COMBAT* operation

Step 5: Execution

- Follow meeting etiquette
- It’s all about mutual respect
- Be patient and listen
- Focus on the objective
- Know when to speak
- Underpromise – Overdeliver
- Instill local ownership in solutions
- Conclude the meeting by clarifying / repeating agreements

Step 6: Debrief / Report

- Conduct post-KLE debrief / AAR
- Submit post-KLE report IAW unit SOP
- Input relevant KL info into designated databases
- for future use (CIDNE, etc)

Step 7: Reengage

- Follow-up Conduct post-KLE debrief / AAR
- Submit post-KLE report IAW unit SOP
- Make maximum use of CERP & NATO CIMIC funds to meet commitments
- Input relevant KL info into databases for future use.

How to Measure Success

- Perform post-KLE TCAPF surveys
- Has level of local cooperation gone up or down? (bounce off your MOEs/MOPs)
- Establishment of government services – have they made an effort?
- Economic development – signs of businesses opening
- Local participation in projects – increased or

Post-KLE Report Format

Unit:
Date:
Mtg Ldr Contact Info:

1. U.S. Attendees:
2. HN Security Force Attendees:
3. HN Key Leader (KL) Attendees:
4. Agenda
   - Objective:
   - Items of Discussion:
   - Commitments (U.S. & Afghan):
   - Overall Assessment:
   - Future KLE Recommendations
   - Info of Potential Intel Value
4. Additional Observations
5. Open Actions/follow up

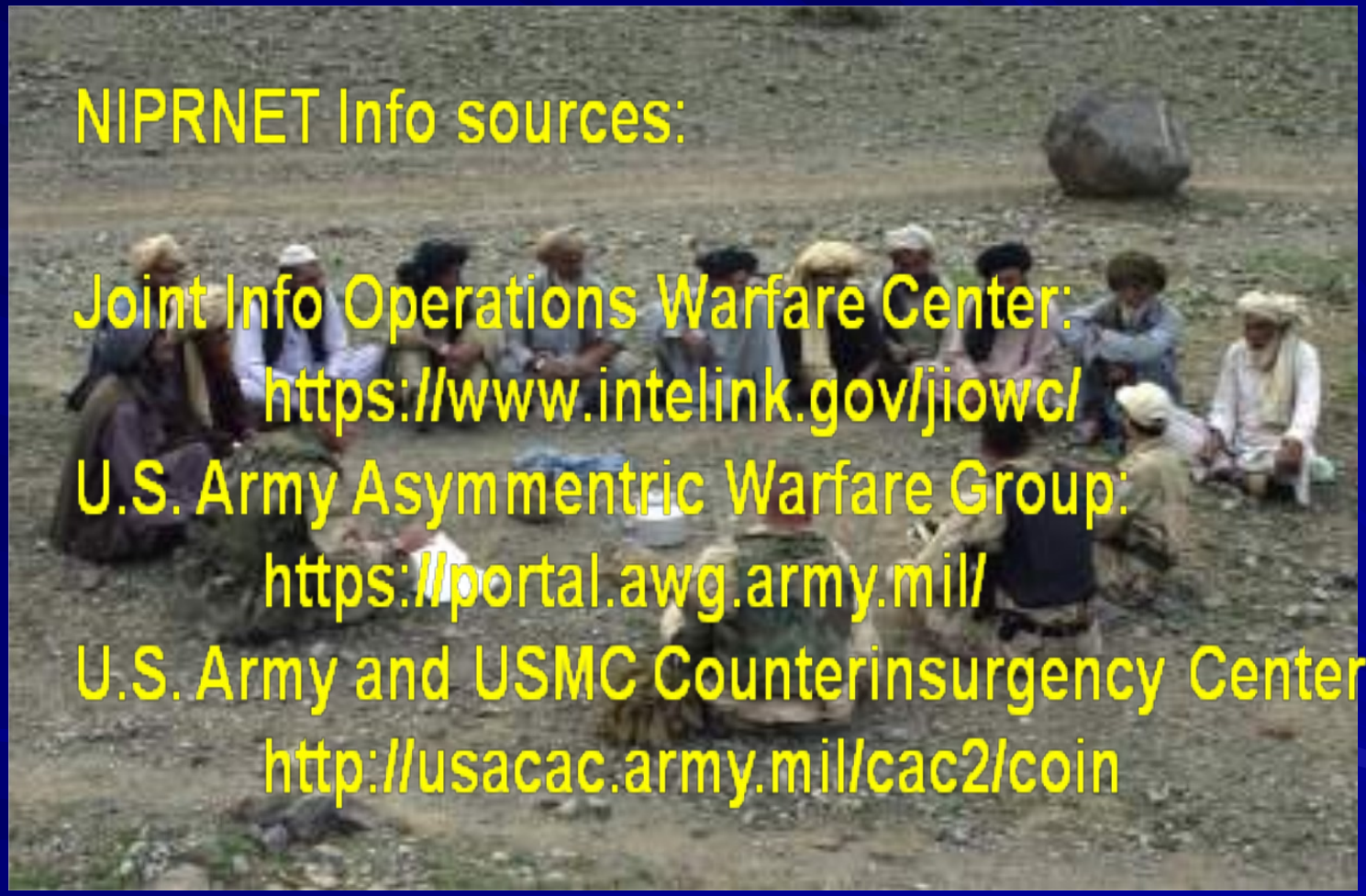
Key Leaders – Questions

- Who does civilian population look to as leaders & why? Are these positional or compelling?
- In the US, we often look at education or position held as signs of accomplishment. Pashtuns seem to hold former mujahedeen fighters in high esteem or age & gender as important factors. What do Pashtuns consider important accomplishments, traits or credentials & are they situational?
- What are effective leadership styles in Afghanistan & why? How do they engender loyalty & exert influence?

Afghanistan Case Study

Pre-1980s (before Soviet invasion) secular authorities were dominant in villages. In post-1980s, the rise of the Taliban has meant local authority varies by village with secular and religi

Other Sources of Info on KLE



Summary

- Discussed Afghan Governance
- Empowering Village Elders
- Introduced the concept of key leader engagement and engagement operations
- Learned how to identify and influence key leaders
- Discussed time, territory and meeting management TTPs
- Reviewed engagement guidance, tools and processes

Issues for Consideration

- Understand why the FET's conducts key leader engagements – you may not always need to conduct them but if you do, you must first know the commander's intent.
- A successful key leader engagement program helps to address concerns of the local population, build confidence, strengthen local government and cut the insurgents off from support of the local population.
- Be familiar with the steps of the key leader engagement cycle as currently laid down by USFOR-Afghanistan

Check On Learning

Practical Exercise

Questions?

AAR